



253 Broadway - 10th Floor  
New York, New York 10007  
[www.nyc.gov/operations](http://www.nyc.gov/operations)  
[jthamkittikasem@cityhall.nyc.gov](mailto:jthamkittikasem@cityhall.nyc.gov)

JEFF THAMKITTIKASEM  
Director, Office of Operations

March 12, 2021

Mr. Kenrick Sifontes  
Audit Director  
Office of the New York State Comptroller  
Division of State Government Accountability  
59 Maiden Lane, 21<sup>st</sup> Floor  
New York, NY 10038

**RE: Update on audit of Street and Sidewalk Cleanliness (2019-N-1)**

Dear Mr. Sifontes,

The Mayor's Office of Operations (Operations) remains committed to identifying opportunities for improvements to the Scorecard program. Operations recognizes the value of updating practices and policies to increase program efficiency, improve the job experience of Scorecard raters, and ensure the ratings produced are accurate indicators of the city's street cleanliness.

Over the past two years, Operations has identified and implemented improvements for Scorecard, including upgrades to the inspection reporting technology and continue to explore further improvements with implementation determined by feasibility and benefit to the program.

See below updated responses to the September 2020 audit recommendations:

**Response to Recommendations**

**Recommendation 5:** Ensure that the appropriate criteria are applied when calculating Scorecard Ratings.

**Operations' Response:** Operations corrected the technical error that caused the ratings miscalculation in June 2019, immediately after the issue was brought to our attention.

**Recommendation 6:** Explore the value of performing inspections from outside of the inspection vehicle or using other methodologies that provide an unobstructed view of the blockfaces being rated.

**Operations' Response:** Operations has been testing a new inspection approach. Previously, Scorecard raters would start the day in the office, dispatch in pairs to assigned districts, and evaluate the street and sidewalk scores from the vehicle. Now, Scorecard raters are traveling individually, stopping the car at each block, and getting out of the car to conduct ratings. This approach was adopted to facilitate social distancing, and has provided our Scorecard raters a

safer work environment during the COVID-19 outbreak. However, this change has required more vehicles and slowed down the ratings process, taking significantly more time for raters to evaluate each district. Operations will continue to evaluate the effectiveness of this single-rater approach, with the rater's safety as the top priority.

**Recommendation 7:** Re-establish the sampling methodology to ensure that sampled blockfaces are representative of NYC streets and sidewalks.

**Operations' Response:** Operations continues to explore the development of a new methodology and potentially new blockface sample by coordinating a statistical analysis. This effort began in early 2021 and Operations' will pursue it cautiously due to the risk involved with altering the foundational sample for the first time since 1980.

**Recommendation 8:** Develop guidance for determining segment definitions for blockface inspections.

**Operations' Response:** Operations has developed a framework for pre-assigning segments for raters, and has scoped the required technical upgrades with Fulcrum, the vendor for the Scorecard ratings app. Full implementation of the pre-assigned segments requires geographic coordinate data for all Scorecard blockfaces, which Operations is currently creating. Once that step is complete, Operations will map the blockfaces, use this mapping to measure the length of each blockface, and finally assign the number of segments based on length. Operations has been actively working to complete the mapping of every blockface in the sample, and expects to be finished in the coming months.

Sincerely,



Jeff Thamkittikasem